

STATINTL

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26 NOV 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Reports of Problem Solving Seminars Nos. 1, 2,
and 3

REFERENCE : Memo dated 17 Nov 1969 for Various Addressees
from DD/S, Same Subject

In response to reference this memorandum provides our comments on the subject reports.

A. SDS-1 Report

- (1) I agree that this group has, as have the other two, focused on some troublesome areas and produced some stimulating proposals. The ramifications involved in "doing more with less" are so broad, however, that understandably specific proposals are not offered in all areas. The "findings" of the report reflect two specific recommendations. These relate to:

(a) Resources Allocation Board

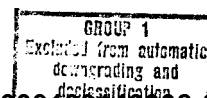
(b) Development of a Model Support Directorate

- (2) The purpose of the proposed Resources Allocation Board is stated as:

"to evaluate requests for significant increases in support operations and to recommend priorities for the allocation of resources to meet them."

I believe the idea warrants full discussion. Inasmuch however, as any one new support requirement normally would affect clearly defined functional responsibilities of only two or three offices, it seems likely there

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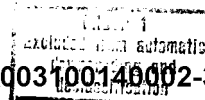
would be relatively limited utilization of a broadly based Board in actual practice. If such a Board were to be constituted it would probably also be useful on the occasion of a significant decrease in budgetary resources for support activities which might be suffered without a decrease in requirements for support operations.

- (3) The benefit or objective of the effort to develop a model of the Support Directorate along the lines suggested in the report in relation to the present organization is not clear. If the intent is to organize on the basis of the three identified functional lines, the present Support Directorate is presently largely set up on this basis.
- (4) Of the several other topics discussed in the report, some reflect our present approach to the problems and all seem to merit at least further review.

B. SDS-2 Report

- (1) This report proposes increasing and improving the management of the development of officers through inter-office assignments. This is to be accomplished through establishment of a project manager, board or panel, and setting of specific target date.
- (2) The Office of Finance is a proponent of inter-office assignments as evidenced by the fact that we currently have nineteen SF Careerists assigned to non-SF positions and twenty SF positions filled by non-SF personnel. We, accordingly, see much merit in this proposal.
- (3) Notwithstanding our support of the need for broad development of support officers, however, institution of any such program must recognize that the support services require and will continue to require large numbers of officers who have professional skills and primary interest in development in functional areas. Within each functional (i.e., Career Service)

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area, responsibility for development, rotation and assignment to positions in the functional area should continue to be the responsibility of the Career Service concerned. The proposed panel and project officer should be concerned only with inter-service development.

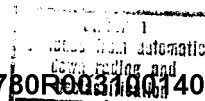
C. SDS-3 Report

- (1) In their consideration of the proposal "What Kind of Mid-Career Training Should Be Given to Employees Not Selected for the Mid-Career Executive Development Course," Seminar Group Number 3 made several recommendations which merit implementation. Their observation is valid that the objective of the Mid-Career Training Program, to identify at mid-career those employees for whom a formal training program should be planned, has dwindled to the selection of candidates for the Mid-Career Executive Development Course. The broader intent of the Mid-Career Training Program as expressed in dated 29 March 1963 needs to be revitalized.

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- (2) I am in general agreement with the recommendations to achieve this revitalization. As I recall the recent briefing by the Director of Training, current plans of the Office of Training closely parallel the recommendations of the group.
- (3) Specific details of the proposal with which I have reservations are:
- (a) Establishment of a counselor function on the DD/S Staff responsible for administration of the entire program. This responsibility and function should rest with the Career Service concerned. At the DD/S level, there should be provision for monitoring and coordinating the program. Career management and development of personnel should be clearly

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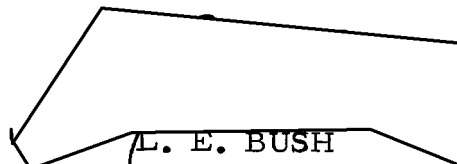


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recognized as primarily the responsibility of the Career Service concerned. It would appear that the function envisaged here closely parallels the "project officer" concept set forth in SDS Report-2 and, if the proposal is adopted, the functions should be combined in one officer.

- (b) I am not convinced that it would be productive to notify all GS-13 and GS-14 career employees that they have been accepted or rejected for participation in the program. Plans and potential as related to specific individuals are better treated as part of the continuing counselling of employees where emphasis can be placed on need and opportunities for development and avoid the negative implications in a formal rejection, unless, of course, rejection denotes inadequate performance in which case we have a different problem.



L. E. BUSH
Director of Finance

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